Strategic Goal 12: Management and Organizational Excellence

Ensure a High Quality Workforce Supported by Modern and Secure Infrastructure and Operational Capacities

I. Public Benefit

In support of the Secretary's vision for Transformational Diplomacy, the Department and USAID have identified a set of six crosscutting areas for action:

1. Build on our success under the President's Management Agenda (PMA) by addressing the remaining initiatives that have not reached green status and continued improvement on the initiatives that have achieved green status;
2. Remove all non-location specific support functions from critical danger posts to regional and central support centers at medium and large posts;
3. Strengthen open yet secure U.S. borders by maximizing legitimate travel to the U.S. while denying entry to those who would do the United States harm;
4. Improve training opportunities and curricula for employees;
5. Improve the quality of life for employees whether domestic or abroad;
6. Use technology to disseminate knowledge faster and more effectively.

The Department and USAID have developed an action plan with measurable milestones and metrics for tracking progress in each of these priority areas.

For example, four of the Department's seven PMA initiatives have reached green status. The remaining three are at yellow and the Department is implementing strategies for their progression to green. Integrated budgeting, planning and performance measurement processes, together with effective financial management and demonstrated financial accountability, are enhancing the management and performance of the Department and USAID. These measures will ensure the resources entrusted to the Department and USAID are well managed and judiciously used. The American people will be able to see how well programs perform, and the costs they incur for that performance.

Furthermore, the Department has a plan to remove overseas support functions that are currently performed at posts, but could be rendered at other locations. This will increase management flexibility to deploy staff to high priority areas; reduce employee exposure at dangerous locations; and allow for more efficient and better service.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	10,319	10,443	10,534	91	0.9%
Funds[2]	$5,479,267	$4,934,531	$5,095,199	$160,668	3.3%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the Management and Organizational Excellence strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Management and Organizational Excellence	Human Resources and Training	Operational Readiness	D&CP	FSI, HR, S/CRS, M/HR	FCS, FAS, and other foreign affairs agencies
		Recruit and Hire Talented, Diverse Employees	D&CP	HR, M/HR	HBCU, HACU, OPM, Partnership for Public Service
		Career Development and Training	D&CP	FSI, HR, M/HR	FCS, FAS, other foreign affairs agencies
		Americans Employed By UN System Organizations	D&CP	IO	International organizations, other USG agencies
		Overseas Schools	D&CP, ICASS	A	USG agencies, international schools, diplomatic community, educational associations
		Quality of Life	D&CP	HR M/HR	
	Information Technology	Secure Global Network Availability and IT Modernization	CIF, D&CP, ICASS, and expedited passport fees	IRM PPC/SPP, M/ISSO	USAID and other USG agencies at overseas posts
		Modern, Worldwide, Integrated Messaging	CIF, D&CP	M	IRM
	Diplomatic Security	Worldwide Security Upgrades	D&CP	DS	N/A
	Overseas and Domestic Facilities	Capital Security Construction Program	ESC&M	OBO	Other agencies
		Compound Security Program	ESC&M	OBO	Other agencies
		Headquarters Facility Modernization	ESC&M	A	GSA
		New Office Building for the U.S. Mission to the United Nations	D&CP	A	IO, GSA, USUN
	Resource Management	Integrate Budget and Performance	D&CP	RM, PPC/SPP, M	OMB, Congressional Committees and subcommittees, foreign affairs agencies, GAO

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
		Improved Financial Performance	D&CP	RM, PPC/SPP, M	OMB, GAO, Treasury
	Administrative Services	Global Support Services	D&CP	A, M/R	OMB. other agencies
		Worldwide Logistics	CIF, D&CP	A	Various USG agencies
		Competitive Sourcing	D&CP	A, M	OMB
		Performance-Based Contracting	D&CP	A, M	GSA
		Citizen-Centered Government	D&CP	ECA	NGOs
		Interagency Strategic Communication	D&CP	IIP M	Various USG agencies

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
MG.01 A HIGH PERFORMING, WELL-TRAINED, AND DIVERSE WORKFORCE ALIGNED WITH MISSION REQUIREMENTS.

I/P #1: Operational Readiness

Department will promote support for transformational diplomacy to increase our operational readiness capacity that will allow for rapid, effective, and coordinated response to crises, emerging issues, and pre- and post-conflict stabilization and reconstruction operations.

Output Indicator

Indicator #1: Percent of Language-Designated Positions at Overseas Missions, Filled by People Who Fully Met the Language Requirements

TARGETS	**FY 2007**	85% fully meet the requirements, contingent on receiving funding request for FY 2007 foreign language programs.
	FY 2006	83% fully meet the requirements.
RESULTS	2005	83% fully met the requirements.
	2004	82.55% fully met the requirements. Another 9.89 % partially met the requirements.
	2003	83% fully met the requirements. Another 12% partially met the requirements.
	2002	Baseline: 88% fully met language-designated requirement.
DATA QUALITY	Indicator Validation	As an indicator of how well the assignments process works to get the people with needed skills in place, this is a good indicator as it only measures filled positions (not vacancies). However, as the baseline of Language Designated Positions (LDPs) changes due to changed requirements and due to the Career Development initiatives emphasis on new LDP designations, the percentage may not increase. It is important to note that while our percentages have stayed relatively stable, the numbers of positions and employees have increased under the Diplomatic Readiness Initiative. Consequently, the stable percentages indicate that we have more language-qualified people serving in more LDPs each year. Finally, success is partially controlled by resources available for training and sufficient personnel to accommodate training while still meeting mission requirements.
	Data Source	This indicator is calculated by the Bureau of Human Resources, Career Development and Assignments Division (HR/CDA) based on panel actions in the previous fiscal year (e.g. FY 2005 figures are based on FY 2004 panel actions). Actions for the current fiscal year are not available until the end of the fiscal year. This indicator is reported yearly to Congress as required by statute.

Output Indicator		
Indicator #2: Percentage of Agency-wide Recruitment Goals Met (PART)		
TARGETS	**FY 2007**	100% of 230 positions
	FY 2006	95% of 230 positions
RESULTS	2005	100% of 210 positions
	2004	98% of 221 positions
	2003	Baseline: 100% of 151 positions
	2002	N/A
DATA QUALITY	Indicator Validation	Success in recruitment is critical for USAID as a significant proportion of the workforce will be eligible for retirement over the next few years. This measure will show how successful USAID is in filling positions that have been vacated through attrition or created to meet staffing requirements.
	Data Source	USAID Office of Human Resources.

Output Indicator		
Indicator #3: Average Number of Work Days Between Announcement Close and Offer (PART)		
TARGETS	**FY 2007**	30
	FY 2006	32
RESULTS	2005	36
	2004	36
	2003	43
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator measures the time it takes to complete the key segment of the recruitment process. Since recruitment is critical for USAID, reducing the time it takes will improve overall staffing by reducing the duration of gaps created by attrition.
	Data Source	USAID Office of Human Resources.

I/P #2: Recruit and Hire Talented, Diverse Employees

Maintain a talented and diverse workforce in the Department and U.S. AID. Foreign Service hiring targets are met with a highly qualified, appropriately skilled, and diverse candidate pool. Established internal timelines (performance standards) are met for processing bureau-requested Civil Service personnel actions. HR ensures that bureaus with delegated authority adhere to merit systems principles. Future critical skill gaps are minimized and employment ceilings are effectively managed.

Input Indicator

Indicator #1: Diversity of New Hires in the Foreign Service

TARGETS		
	FY 2007	Increase diversity of applicants and hires in the Foreign Service; increase diversity of participants in student programs aimed at recruitment.
	FY 2006	Increase diversity of applicants and hires in the Foreign Service; increase diversity of participants in student programs aimed at recruitment.

RESULTS		
	2005	1. % of FS applicants who were minorities: State -- 34%; USAID -- data will be available in 2006 2. % of FS new hires who were minorities: State -- 19%; USAID -- 25% 3. % of participants in student programs who were minorities: State -- 34%; USAID -- data will be available in 2006 Note: The percentages of minorities who registered to take the written examination (1) and who were hired into the Generalist corps (2) were within the five-year ranges (33 percent to 39 percent and 14 percent to 21 percent, respectively). The percentage of employees participating in student programs who selected not to register their race and national origin information has increased over the last four years from 9 percent in 2002 to nearly 19 percent in 2005. This trend significantly impacts the tabulation of minority participation in student programs and makes it very difficult to draw any conclusions about minority participation rates.
	2004	1. % of FS applicants who were minorities: State -- 36%; USAID -- data will be available in 2006 2. % of FS new hires who were minorities: State -- 21%; USAID -- 21% 3. % of participants in student programs who were minorities: State -- 37%; USAID -- data will be available in 2006
	2003	Increased diversity of applicants to the Foreign Service.
	2002	Increased diversity of FS applicants to the Foreign Service.

DATA QUALITY		
	Indicator Validation	Our goal is to hire, not just to recruit, diverse employees. An outcome measure based on the diversity of hiring is an important tool to measure the true outcome of various recruitment efforts.
	Data Source	Data for DoS is maintained by the Bureau of Human Resources, Office of Recruitment. Data for USAID is maintained by Human Resources, Division Personnel Operations Division. This USAID office partners with the Equal Opportunity Programs Office in maintaining this data. For both agencies, the data includes FS hires and student program participants.

I/P #3: Career Development and Training

Provide base level training in tradecraft, professional development, foreign languages, leadership and management, information technology and other areas necessary for development of a high-performing Foreign and Civil Service.

Output Indicator

Indicator #1: Mandatory Leadership Training Participation

TARGETS		
	FY 2007	Mandatory Leadership/Management Training for 100% of adjusted target audience (7,735 up from 7,000 to account for promotions since the start of the initiative) by the end of CY 2006 (end of 1st quarter FY 2007). Ongoing regularization of leadership and management training required in line with promotion precepts established.
	FY 2006	Mandatory Leadership/Management Training for 99% of adjusted target audience (7,735 up from 7,000 to account for promotions since the start of the initiative).

RESULTS		
	2005	Through FY 2005, there were more than 6,700 completed enrollments in mandatory leadership training courses (about 87% of adjusted target, or 13% ahead of original end-of-FY target of 74%).
	2004	As of end of FY 2004, 64% of original target audience of 7,000 has completed mandatory Leadership/Management training, exceeding end-of-FY 2004 target of 49%.
	2003	Successful: 1,725
	2002	Mandatory Leadership and Management training requirements approved; target audience/numbers identified and planning begun for roll-out. Mandatory training implemented at the second quarter. Developed a four-year plan to meet requirement.

DATA QUALITY		
	Indicator Validation	Course enrollments best validate the number of employees completing mandatory Leadership and Management training.
	Data Source	The indicator is based on course enrollments generated from the Department's corporate training database, the Student Training Management System (STMS).

Output Indicator

Indicator #2: Percentage of Language Students Attaining Skill Objectives

TARGETS		
	FY 2007	80%
	FY 2006	80%

RESULTS		
	2005	87%
	2004	88%
	2003	77%
	2002	77%

DATA QUALITY		
	Indicator Validation	The data is screened and provides the most accurate measure for tracking performance as it tracks time spent in language training and resulting end-of-training test results.
	Data Source	Indicator based on end-of-training test data recorded in the Department's corporate training database, the Student Training Management System (STMS).

Output Indicator	
Indicator #3: Browser-based On-Line Learning Enrollments (SmartForce, FasTrac, and FSI On-Line products)	

TARGETS		
	FY 2007	5,500 On-Line Learning course completions; 52,000 DoS employees complete online Cyber Security Awareness course.
	FY 2006	Successful: 5,000 On-Line Learning course completions; 52,000 DoS employees complete online Cyber Security Awareness course.

RESULTS		
	2005	6,000 distance learning (DL) enrollments for State employees and eligible family members, and 1,000 DL enrollments for non-State persons.
	2004	3.935 successfully completed DL courses. In addition, 50,805 successfully completed on-line, annual Computer Security Awareness refresher training that was put online. Signed, in April 2004, an MOU with OPM on the PMA e-Training Initiative. Starting in 2006, this indicator tracks course completions instead of enrollments.
	2003	2,398 enrollments (State only); 2,410 successfully completed DL courses.
	2002	1,697 DL enrollments.

DATA QUALITY		
	Indicator Validation	Training enrollment is the most objective measure of progress towards attaining goal.
	Data Source	Indicator based on On-Line Learning enrollment data from DoS corporate training database, the Student Training Management System, and FSI's FasTrac database.

I/P #4: Americans Employed By UN System Organizations

Measures the average percentage of U.S. employees occupying positions subject to geographical distribution in UN system organizations where the U.S. is most inequitably employed or that attract a high level of interest.

Output Indicator	
Indicator #1: Percentage Of UN System Organizations' Workforce (Positions Subject To Geographical Distribution) That Are American Citizens	

TARGETS		
	FY 2007	CY 2006 Target: 11.3%
	FY 2006	CY 2005 Target: 11.0%

RESULTS		
	2005	CY 2004 Result: 10.7%
	2004	CY 2003 Result: 11.5%
	2003	CY 2002 Result: 11.6%
	2002	CY 2001 Result: 11.8%

DATA QUALITY	Indicator Validation	Annual targets and results are averages among those international organizations where the U.S. is most inequitably employed or which attract a high level of interest. By tracking averages over a number of years, the Department will know whether we are making progress increasing the percentage of Americans working in UN System organizations. UN System organizations gather information on a calendar year basis. Given the delay in gathering and reporting the data, each fiscal year's targets correspond to the previous calendar year. The annual targets listed herein are averages among those international organizations where the U.S. is most inequitably employed or that attract a high level of interest (i.e., for CY 2000-CY 2007, the UN, ILO, ITU, ICAO, FAO, UNHCR, and WHO. IAEA for CY 2003 through CY 2007 only. UNESCO for CY 2004 through CY 2007).
	Data Source	Annual Department requests to posts/missions to obtain information directly from individual international organizations for forwarding to the Department for analysis.

I/P #5: Overseas Schools

Support posts abroad by ensuring to the fullest extent possible the availability of elementary and secondary educational opportunities to prepare USG dependents for reentry into the U.S. educational system.

Output Indicator

Indicator #1: Number of Teachers and Administrators Receiving Technology Training

TARGETS	FY 2007	300 participants.
	FY 2006	290 participants.
RESULTS	2005	285 participants.
	2004	270 participants.
	2003	260 participants.
	2002	Baseline: 250 participants.
DATA QUALITY	Indicator Validation	Success with efforts to train teachers and administrators at the Jefferson Overseas Schools Technology Institute, the NASA In-Service Aerospace Institute, and regional associations should correlate with overall student success.
	Data Source	Overseas regional educational associations and Office of Overseas Schools internal automated and physical records and reporting systems.

I/P #6: Quality of Life		
Provide work/life and family programs that meet the changing needs and expectations of a diverse workforce and their families, while furthering Department interests and objectives.		
	Outcome Indicator	
Indicator #1: Community Liaison Office Customer Satisfaction Rating		
TARGETS	FY 2007	As a FY 2006 PMA deliverable, the Department will have a new HR annual survey instrument that will capture information on Community Liaison Officer customer satisfaction. We expect to administer the survey for the first time in early 2006. We will, then, have a baseline year and be able to provide consistent results and target information.
	FY 2006	New indicator - targets in development.
RESULTS	2005	Indicators are under development. They are expected to be available in FY 2006.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Measures satisfaction with the Department's services through Community Liaison Officers, an important HR-provided service.
	Data Source	Data will be captured from the new HR annual survey that will be administered for the first time in FY 2006.

Annual Performance Goal #2
MG.02 MODERNIZED, SECURE, AND HIGH QUALITY INFORMATION TECHNOLOGY MANAGEMENT AND INFRASTRUCTURE THAT MEET CRITICAL BUSINESS REQUIREMENTS.

I/P #7: Secure Global Network Availability and IT Modernization

Achieve the Department's IT goals, including a centrally managed infrastructure, streamlined administrative systems, and a customer focused portal, by improving the global network infrastructure and continuing an aggressive four-year life-cycle modernization program.

Output Indicator

	Indicator #1: Achieve Four-year Life Cycle for Global IT Modernization	
TARGETS	**FY 2007**	Four-year life cycle modernization program continues for OpenNet and ClassNet. 157 additional domestic and overseas LANs are scheduled for modernization -- 71 OpenNet and 73 ClassNet, which is 25% of the total.
	FY 2006	Continue aggressive four-year life cycle modernization program for OpenNet and ClassNet, centrally managed by the GITM Program Management Office. 143 additional domestic and overseas LANs are scheduled for modernization -- 82 OpenNet and 61 ClassNet.
RESULTS	2005	In the second year of the modernization program, GITM completed 152 domestic and overseas OpenNet and ClassNet Local Area Network (LAN) modernizations, which included 86 OpenNet and 66 ClassNet modernizations. GITM also migrated an additional 159 OpenNet and ClassNet LANs from Windows NT to Windows 2003 and Active Directory.
	2004	Began modernization program to refresh and maintain classified and unclassified computers.
	2003	1. OpenNetPlus project completed. 2. More than 43,000 users representing all of the Department's knowledge workers had desktop Internet access. Expanded classified connectivity program (CCP) to all 224 eligible overseas posts. 3. Unclassified refresh continues. 4. No significant numbers of desktops were more than four years old.
	2002	1. OpenNetPlus pilot period completed; lessons learned documented. Substantial progress made on deployment to domestic and overseas posts. 2. CCP significantly increased for a surge in installations in 2002 and completion in 2003. CCP installed at 135 posts. 6% of overseas-classified desktop computers were slower than the 450MHz standard. 3. 35% of unclassified desktop computers were over four years old.
DATA QUALITY	Indicator Validation	This indicator directly measures progress toward modernization of the Department's IT infrastructure. It is appropriate because the Department's IT infrastructure will lag behind if we wait longer than four years for modernization, due to the continually accelerating pace of technological development.
	Data Source	1. GITM PMO reports monthly to CIO and Under Secretary for Management on completed v. planned GITM installations. 2. E-Gov Monthly Cost Workbook indicates schedule and cost variance.

I/P #8: Modern, Worldwide, Integrated Messaging

Provide the Department with a simple, secure, and user-driven system to support collection, analysis, communication and presentation of information for conducting diplomacy through modern messaging, dynamic archiving, and information sharing.

Output Indicator

Indicator #1: Progress Toward the Elimination of the Current Cable System and Processes and Completion of a SMART Pilot That Meets the Business Needs of Users

TARGETS	**FY 2007**	1. Initiate phase 3 worldwide deployment. 2. Bring online second secure processing facility. 3. National Archives and Records Administration (NARA) compliant records management and transfer capabilities to be evaluated. 4. Beyond FY 2007, will complete phase 3 worldwide deployment and discontinue legacy systems.
	FY 2006	1. Conduct acceptance tests to determine system stability and confirm furture direction of the project. 2. Bring online fullly operational first secure processing facility and complete phase 2 pilot deployment.
RESULTS	**2005**	1. System requirements decomposition effort results in validated list of derived requirements. 2. 50 users participated in a series of system usability demonstrations and provided feedback, driving defect corrections.
	2004	1. In March FY 2004, the contractor requested a 3-week delay to investigate a hybrid solution, which led to the establishment of the Phase 1A Beta Solution with an end date of October 15, 2004. 2. Completed design demonstration. 3. Installed a secure processing facility. 4. Signed MOU with NARA.
	2003	Secretary of State approved a new need-to-know policy; SMART prototype (Proof-of-Concept) developed and evaluated; centralized approach approved; and integrated acquisition team established.
	2002	Comprehensive requirements analysis completed, steering committee formed, users consulted to determine requirements, BPR completed, and prototype developed.
DATA QUALITY	**Indicator Validation**	This indicator is appropriate because achievement of the targets, which will be actively and closely tracked, will measure progress toward development of the SMART project. This project reflects the long-term vision described in the 2001 - 2005 IT Strategic Plan. In addition, this project represents the Department's top IT priority, and as a consequence receives frequent senior management scrutiny. When completed, SMART will help implement a fully modernized, simple and secure, IT infrastructure.
	Data Source	IRM management reports

Annual Performance Goal #3
MG.03 PERSONNEL ARE SAFE FROM PHYSICAL HARM AND NATIONAL SECURITY INFORMATION IS SAFE FROM COMPROMISE.

I/P #9: Worldwide Security Upgrades

Ensure global security provided to the Department of State and foreign affairs agencies is adequate and appropriate for protection of personnel domestically and under Chief of Mission authority.

Output Indicator

Indicator #1: World-wide Protection of Life and Property at Domestic and Overseas Facilities (PART)		
TARGETS	FY 2007	Protection is accomplished through a variety of human, physical and technical measures including world-wide increase of local guards, mobile security deployment and high threat protection teams, command center operations, armored vehicles and physical facility measures. The Bureau's ability to protect personnel and facilities will be enhanced over FY 2006 levels and sustained through specialized training, monitoring, analysis and dissemination of timely, relevant and accurate intelligence on threats against critical personnel and facilities.
	FY 2006	Training and security programs and systems are expanded over FY 2005 levels to keep pace with the evolving capabilities of those who seek to damage U.S. interests.
RESULTS	2005	Of the more than 250 posts overseas, 180 are designated as highly vulnerable. Of these posts, 48 have a Critical (highest level) Security Rating and 52 have a High (second highest level) Security Rating. More than 50 embassies have had security up-grades either finished, under construction, or have new construction contracts in place.
	2004	Security upgrades were completed at 142 posts, exceeding the initial target of 133.
	2003	Security upgrades were completed at 111 out of 133 posts, i.e. embassies or consulates.
	2002	Security upgrades were completed at 77 posts.
DATA QUALITY	Indicator Validation	Data is confirmed by number of security up-grade contracts issued and completed, by status reports and close-out reports for countermeasures security projects (technical and physical) and where applicable, by results of Alpha and Beta testing.
	Data Source	Data is verified and compiled by program offices with direct authority, threat level assessment tools such as the Security Environment Threat Level List (SETL), testing systems, and Regional Security Officers at posts.

	Output Indicator	

		Indicator #2: Protection of Homeland Security and National Security Information	

TARGETS	**FY 2007**	The Department of State plays a crucial role in homeland security in relation to the protection of U.S. borders through the visa and passport Fraud Investigations Program. For instance: From January to May 2005 (5 months) 2,925 visa and passport fraud cases were closed and 451 arrests were made. The Department also operates a massive IT infrastructure extending to nearly every country and supporting more than 50,000 users worldwide. Ensuring the global protection of the Department's complex network or systems and information is critical to conducting diplomacy and preserving national security. We project 5,500 visa and passport fraud cases to be closed, an increase of 1,000 cases over FY 2006 and zero penetrations relative to 38 million cyber events handled each month, an increase of two million a month over FY2006.
	FY 2006	We project 4,500 visa and passport fraud cases to be closed, an increase of 600 cases over FY 2005 and zero penetrations relative to 36 million cyber events to be handled each month, an increase of 1.4 million events per month over FY2005.
RESULTS	2005	3,900 visa and passport fraud cases were closed and there were zero security penetrations relative to 34.6 million cyber events per month in FY 2005.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Data is validated by security up-grade projects/contracts (involving DS training facility, physical security, cyber security, soft targets, the budget process for acquiring additional security personnel/contracts) awarded/issued and completed, by status reports and close-out reports submitted by program managers and program offices.
	Data Source	Data is verified and compiled by program offices.

Annual Performance Goal #4
MG.04 SAFE, SECURE AND FUNCTIONAL FACILITIES SERVING DOMESTIC AND OVERSEAS STAFF.

I/P #10: Capital Security Construction Program

Award capital security construction projects as scheduled in the Long-Range Overseas Buildings Plan (LROBP).

Output Indicator

Indicator #1: Number of New Sites Acquired for Capital Security Construction Projects (PART)

TARGETS	FY 2007	Acquire eight building sites for new capital security construction projects.
	FY 2006	Acquire ten building sites for new capital security construction projects.
RESULTS	2005	Ten NEC sites have been acquired (closed) as of September 30, 2005.
	2004	Eight NEC sites were acquired (closed) during the fiscal year.
	2003	Five building sites were acquired for new capital security construction projects.
	2002	Ten building sites were acquired for new capital security construction projects.
DATA QUALITY	Indicator Validation	This is a comprehensive measure of the actual acquisition of a building site that is essential before constructing a new embassy compound.
	Data Source	Formal property settlement (closing) records that legally assign ownership of the site to the U.S. Government. The data is communicated via various means to include cables from posts and during monthly Project Performance Reviews.

Output Indicator

Indicator #2: Number of Capital Security Construction Projects Awarded In Accordance With LROBP (PART)

TARGETS	FY 2007	Award ten new capital security construction projects.
	FY 2006	Award 13 new capital security construction projects.
RESULTS	2005	14 capital security construction projects were awarded in FY 2005. In addition, the Baghdad NEC, although not funded as a "capital security construction project," was awarded this fiscal year as well.
	2004	Awarded 12 new capital security construction projects.
	2003	Awarded nine new capital security construction projects.
	2002	Awarded 13 new capital security construction projects.
DATA QUALITY	Indicator Validation	Represents a critical step getting new capital security construction projects into construction. Once projects are funded and contracts awarded, other performance measures (indicators) are used to track projects in construction through to completion.
	Data Source	Official contract awards for new capital security construction projects.

I/P #11: Compound Security Program

The program provides physical security upgrades and compound security (perimeter security, vaults, safe havens, escape hatches, forced entry/ballistic resistant (FE/BR) doors and windows, shatter-resistant window film [SRWF], environmental security, and protection of fuel tanks and emergency generators to Department overseas facilities to protect employees from terrorist and other security threats.

Output Indicator

Indicator #1: Number of Technical Security Installation and Upgrade Projects Completed During Fiscal Year in Accordance with the Schedule

TARGETS	**FY 2007**	Complete 71 technical security installation and upgrade projects during the FY in accordance with the schedule.
	FY 2006	Complete 70 technical security installation and upgrade projects during the FY in accordance with the schedule.
RESULTS	2005	81 technical security installation and upgrade projects were completed against the target of 70 projects.
	2004	Completed 81 technical security installation and upgrade projects.
	2003	71 technical security installation and upgrade projects were completed.
	2002	Baseline: 75
DATA QUALITY	Indicator Validation	The output measure (number of projects completed) is the best indicator at this time in determining that the technical security installation and upgrade projects are being performed on schedule.
	Data Source	OBO security project management reports and monthly Project Performance Review briefings.

I/P #12: Headquarters Facility Modernization

A modern State Department Headquarters facility.

Output Indicator

Indicator #1: Renovation/Modernization of the Harry S Truman Building

TARGETS		
	FY 2007	1. Complete Phase 1B design 2. Accomplish partial design of perimeter security improvements. 3. Start Phase 1B renovation ("New State"), including blast resistant window installations.
	FY 2006	1. Complete Phase 1A renovation ("Old State"), including blast resistant window installations. 2. Start design of Phase 1B ("New State") renovation and perimeter security improvements.

RESULTS		
	2005	1. "Old State" Phase 1A renovation is 99% complete. 2. Phase 1A lobby security improvements were started. 3. "New State" Phase 1B space planning was temporarily halted at 35% completion to provide options for consideration by new Department management. 4. U.S. Diplomacy Center concept design was completed; final design's architectural, engineering, and exhibit design firm was selected. 5. Perimeter security improvements concept design received jurisdictional approvals. 6. Jefferson Information Center Construction Documents were completed.
	2004	1. Construction of "Old State" Phase 1A infrastructure was completed. 2. U.S. Diplomacy Center pre-concept design was completed in August, 2004. 3. Space Planning for "New State" Phase 1B started in July, 2004. 4. North Servery upgrades were completed. 5. 6th floor corridor improvements were completed.
	2003	1. "Old State" 8th floor vacated and demolition 100% complete. 2. Infrastructure construction 95% complete. 3. Space planning complete; office and special space design complete. 4. Interiors construction contract bids received. 5. Blast-resistant windows replacements started. 6. Perimeter security improvements concept design approved by the Secretary. 7. Network control center construction complete. 8. U.S. Diplomacy Center pre-concept design 50% complete. 9. Phase 2 "New State" cafeteria dining area upgrades complete, with North Servery upgrades 90% complete. 10. 6th floor corridor improvements 75% complete. 11. Delegates Lounge upgrades complete. 12. Jefferson Information Center concept design complete.
	2002	Phase 1A of "Old State" demolition completed; infrastructure construction started.

DATA QUALITY		
	Indicator Validation	Renovation of the headquarters building is the primary component of the Foggy Bottom Modernization/Consolidation.
	Data Source	General Services Administration progress reports, construction and occupancy schedules, progress meetings, management plans, completed activities, and weekly activity reports.

I/P #13: New Office Building for the U.S. Mission to the United Nations

A new office building for the U.S. Mission to the United Nations will provide secure, safe and functional workspace for the USUN staff as well as other Department of State activities located in New York City.

Output Indicator

Indicator #1: Construction of new USUN office building

TARGETS	FY 2007	New Office Building (NOB) construction 57% complete.
	FY 2006	NOB construction 25% complete.

RESULTS	2005	1. Demolition of the Existing Office Building (EOB) was completed on the revised contract completion date, April 2005. 2. The second phase of the two-phase solicitation for construction contractors was executed, and proposals were received January, 2005. The design and construction documents were modified, incorporating significant cost reduction measures, and issued to the competing contractors for revised proposals received June, 2005. GSA initiated an amendment to the FY 2006 budget request to provide additional funding to cover the experienced project cost growth. Award of the contract did not occur in FY 2005.
	2004	1. The U.S. Mission relocated to the Interim Office Building (IOB) and opened for business June 14, 2004. 2. The demolition contract for the EOB was awarded and notice to proceed was issued July 17, 2004. 3. Of the $14.0 million provided in FY 2004 to support efforts associated with the IOB and NOB, $10.8 million was obligated for NOB construction effort, specialty contractors, and construction support activities. 4. With the exception of back check corrections, the NOB design was completed in September, 2004.
	2003	1. $14.0 million IOB funding obtained. 2. GSA not able to finalize IOB lease in FY 2003. As a result, lease signing and IOB build-out were delayed to FY 2004.
	2002	NOB 98% design level completed; IOB space sought.

DATA QUALITY	Indicator Validation	Award of the construction contract, initiation of the construction effort and completion of that construction effort makes the NOB available for occupancy. This represents a fundamental portion of the effort to provide a secure, safe and functional workspace for the USUN staff as well as other Department of State activities located in New York City.
	Data Source	General Services Administration and Department of State's USUN Building Project Manager.

Annual Performance Goal #5
MG.05 INTEGRATED BUDGETING, PLANNING AND PERFORMANCE MANAGEMENT; EFFECTIVE FINANCIAL MANAGEMENT; AND DEMONSTRATED FINANCIAL ACCOUNTABILITY.

I/P #14: Integrate Budget and Performance

Integrate policy formulation, strategic planning and budgeting so that all resource requests to OMB and Congress are directly linked to policy and performance goals and make a compelling case for requested resources.

Input Indicator

Indicator #1: Develop Integrated Performance Budgets		
TARGETS	FY 2007	Develop requirements for a new State/USAID joint performance planning system.
	FY 2006	State cites plan goals and performance data to justify requests for all PART programs. The Department will continue to develop PART analyses on additional programs as negotiated with OMB. Four budget and performance integration pilot chapters to be included in Congressional Budget Justification documents.
RESULTS	2005	Baseline: State and USAID budget submissions prepared separately. The FY 2006 Joint Performance Plan (JPP), included with the budget submission to OMB, showed allocation of budget request by Strategic and Performance Goals.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Measures extent to which DoS and USAID link annual budget request to performance goals, an important step towards budget and performance integration.
	Data Source	Published budgets and planning documents.

I/P #15: Improved Financial Performance

Provide world-class financial services that support strategic decision-making.

Input Indicator

Indicator #1: Status of Implementation of Joint Financial Management System		
TARGETS	FY 2007	Provide Joint Financial Management System (JFMS) Steady State operations. USAID coordinates Phoenix accounting system with JFMS. Continue to meet performance goals in Service Level Agreement.
	FY 2006	Implement JFMS to support FY 2006 financial processing for USAID and State in Charleston under a mutually agreed Service Level Agreement that calls for system availability of 98% during normal operating hours (23 x 6 Sunday thru Friday).
RESULTS	2005	Baseline: Phoenix hosted by the Department's Charleston Financial Service Center.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Joint Executive Steering Committee review.
	Data Source	Bureau of Resource Management and Joint Management Council quarterly reports.

Annual Performance Goal #6
MG.06 CUSTOMER-ORIENTED, INNOVATIVE DELIVERY OF ADMINISTRATIVE AND INFORMATION SERVICES, ACQUISITIONS, AND ASSISTANCE.

I/P #16: Global Support Services

Provide non-location-specific services to overseas posts from a domestic or regional location. This will allow posts to focus on those tasks that must be performed at post and will allow the Department to better support transformational diplomacy.

Outcome Indicator

Indicator #1: Non-location-specific Business/Line Service Areas (Traditionally Performed at Overseas Posts) Now Provided by Regional or Centralized Service Centers

TARGETS	FY 2007	20
	FY 2006	5

RESULTS	2005	Baseline: 0
	2004	N/A
	2003	N/A
	2002	N/A

DATA QUALITY	Indicator Validation	Removal of non-location-specific activities from any given post will accomplish at least one of the following three objectives: 1) increase management flexibility to deploy staff to high priority areas; 2) reduce employee exposure at dangerous locations; and/or 3) allow for more efficient and better quality service through specialization, standardization, and economies of scale.
	Data Source	The plan for establishing Regional or Centralized Service Centers to perform non-location-specific, back-office operations will be implemented during FY 2006 and will include a reporting mechanism that will provide validation of progress. As of January, 2006, the data source has not yet been identified.

I/P #17: Worldwide Logistics

Improve customer support and increase the efficiency of the Department's worldwide logistics support system.

Output Indicator

Indicator #1: Integrated Logistics Management System Development and Implementation

TARGETS	FY 2007	Note: Components of the annual targets and results are presented in priority order for each particular Target and Result year. 1. Complete Integrated Logistics Management System (ILMS) integration with Global Financial Management System (GFMS) Phase 1. 2. Prepare to commence Overseas Deployment of ILMS Supply Chain Management components. 3. Integrate ILMS with key Department administrative systems. 4. Deploy common Assistance solution with Joint Assistance Management System (JAMS).
	FY 2006	1. Complete domestic deployment of ILMS Asset Management. 2. Complete deployment of ILMS Transportation and Status Tracking. 3. Complete design and development of ILMS integration with GFMS Phase 1. 4. Develop and begin deployment of secure ILMS domestically. 5. Deploy Enterprise Performance Management (EPM) to domestic warehouses. 6. Conduct Overseas Pilots of selected ILMS Supply Chain Management components. 7. Complete a "proof of concept" for a common Assistance solution with USAID pursuant to JAMS.
RESULTS	2005	1. ILMS Asset Management 88% deployed in FY 2005, with full domestic deployment completed in December, 2005. 2. ILMS Transportation piloted in FY 2005 at Despatch Agency New York. 3. ILMS Ariba piloted in Consulate General Frankfurt and European Logistical Support Office; Diplomatic Pouch and Mail overseas pilot/deployment in Pretoria, Tunis, Buenos Aires, Florida Regional Center and Miami Courier Hub. 4. ILMS fully integrated with the Central Financial Management System.
	2004	1. ILMS requisitioning/procurement module deployed to all bureaus domestically with two overseas pilots. 2. ILMS distribution module deployed to A/LM domestic warehouses. 3. ILMS Asset Management deployed for motor vehicle and Worldwide Property Accountability System (WPAS) inventory and piloted in two domestic bureaus. 4. ILMS fully certified and accredited. 5. ILMS Diplomatic Pouch and Mail module piloted at one overseas post.
	2003	1. ILMS procurement module operational in four domestic bureaus (fully integrated with the Department's Central Financial Management System) and one overseas procurement facility. 2. ILMS Asset Management module piloted at one overseas post. 3. ILMS Diplomatic Pouch and Mail module fully deployed and operational at both the unclassified and classified pouch facilities.
	2002	Design/development 50% complete; deployment strategy complete; initial implementation of diplomatic pouch and mail bar-code tracking system.
DATA QUALITY	Indicator Validation	ILMS, when fully implemented across the supply chain, will provide an integrated and enhanced logistics information and e-business platform for Department customers, stakeholders, and partners. For example, ILMS domestic user feedback indicates that ILMS has thus far contributed to reducing SA-32 pouch facility internal processing (cycle) time from 11 to 7 days (36%), which is increasing customer satisfaction worldwide.
	Data Source	ILMS Program Management Plan and Earned Value Management System.

I/P #18: Competitive Sourcing

Promote competition between the public and private sectors to enhance the State Department's capability to conduct its vital foreign policy mission while being effective and accountable stewards of the taxpayer's money.

Output Indicator

Indicator #1: Cost Savings or Cost Avoidance Generated through Competitive Sourcing

TARGETS	FY 2007	15% cost savings or cost avoidance of competed areas' baseline costs, predominantly from standard competitions.
	FY 2006	15% cost savings or cost avoidance of competed areas' baseline costs, predominantly from standard competitions.
RESULTS	2005	$9.8 million in cost avoidance from streamlined competitions. This amount represents approximately 18% of competed areas' baseline costs.
	2004	$6.2 million, predominantly in cost avoidance from streamlined competitions; this amount represents approximately 44% of competed areas' baseline costs.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	OMB Circular A-76 provides guidance on how to calculate the cost of government performance versus the cost of contractor performance. The 15% targets for FY 2006 and FY 2007 refer to the percentage of the cost of the contract(s) services being competed. Until a particular service that is being competed has been identified (and its base costs determined), there is no dollar amount that can be cited in lieu of a percentage.
	Data Source	Office of the Procurement Executive. Results of actual streamlined or standard competitions will provide cost differential information.

I/P #19: Performance-Based Contracting

Promote quality sourcing throughout the Department to ensure greater efficiency and impact. Contracts will include measurable performance standards, Quality Assurance and Surveillance Plan, and negative and positive incentives.

Input Indicator

Indicator #1: Percentage of Service Contract Dollars That are Performance-Based (Department-wide)

TARGETS	FY 2007	Meet or exceed Office of Management and Budget (OMB) government-wide established goal. (OMB goal not issued as of January 31, 2006).
	FY 2006	Meet or exceed OMB government-wide established goal.
RESULTS	2005	4.9% of service contract dollars were performance-based, against a goal of 40%.
	2004	15% of service contract dollars were performance-based, against a goal of 30%.
	2003	8% of service contract dollars were performance-based, against a goal of 30%.
	2002	Baseline: 16% of service contract dollars were performance-based, against a goal of 20%.
DATA QUALITY	Indicator Validation	Performance-based contracting is intended to provide more effective, innovative and efficient use of Department of State resources.
	Data Source	Manual evaluation of raw data from General Services Administration's Federal Procurement Data System-Next Generation, the Government-wide automated repository for procurement related information. Procurement Executive records.

I/P #20: Citizen-Centered Government

Use the Internet to promote mutual international understanding by publicizing the successes and benefits of U.S. Government international exchange programs, connecting with current and past exchange participants, and creating opportunities for online exchanges with those who are not able to travel on a program.

Outcome Indicator

Indicator #1: American Customer Satisfaction Index

TARGETS	FY 2007	72%
	FY 2006	70%

RESULTS	2005	American Customer Satisfaction Index (ACSI) rolling sample scores to date. The ACSI uses a rolling sample to produce scores. Each new 60 respondents replace the first set of 60 respondents in a statistically valid sample of 300. When the new sample comes in, the satisfaction scores are adjusted to reflect the latest information.
	2004	71% - Actual ACSI scores.
	2003	N/A
	2002	N/A

DATA QUALITY	Indicator Validation	With increased attention to raising citizen's trust in government through initiatives like the Government Performance and Results Act (GPRA) and the President's Management Agenda, customer satisfaction measures help to hold agencies accountable for results, improve their operating performance, and provide balanced measures for senior executives.
	Data Source	ACSI

I/P #21: Interagency Strategic Communication

Strengthen interagency strategic communication through policy coordinating committees, the INFOCENTRAL information, guidance web portal and hosting of a fusion team for interagency information coordination on a day-to-day basis.

Output Indicator

Indicator #1: Percentage of Posts That Rate INFOCENTRAL as "Good" or "Excellent"

TARGETS	FY 2007	Continue to survey posts regarding the usefulness of international information programs, products and services. Target to be established.
	FY 2006	Continue to survey posts regarding the usefulness of international information programs, products and services. Establish baseline and targets.
RESULTS	2005	New performance indicator.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	As the distribution point for many international information products and as the Bureau of International Information Programs' (IIP) eyes and ears in the field, surveying posts about the usefulness of IIP programs, products and services is a valid method for assessing their quality and effectiveness.
	Data Source	Stratified random sampling will be used to sample posts for the survey, providing geographic representation, as well as including small and large posts. This method is accepted as a reliable way of selecting a representative sample.

V. Illustrative Examples

Management and Organizational Excellence	
Foreign Language Training	Through the end of FY 2005, FSI's School of Language Studies conducted, for Department personnel, 255,371 hours of training for 763 enrollments in Critical Needs Languages, including Arabic, Chinese, Korean, Russian, Ukrainian, Turkic Languages (Turkish, Azerbaijani, Kazakh, Kyrgyz, Turkmen, Uzbek), Indic Languages (Urdu, Hindi, Nepali, Bengali, Punjabi, Sinhala etc.), and Iranian Languages (Persian--Farsi, Dari, Tajiki; Pashto; Kurdish). FSI developed innovative options for more advanced language skill development through targeted overseas immersions and more focused offerings to meet specific needs, such as language media skills. FSI is strengthening "Continuing education" and non-traditional training offerings through short-term in-country "transition" immersions, initiatives for language training and immersions at posts, and growing development and delivery of distance language learning offerings, currently numbering 18 courses in 11 languages.
Targeted Security Enhancements	One of the Department's and USAID's highest priorities was to improve perimeter security at our most threatened posts to protect our employees and facilities against bomb-ladened vehicles. To mitigate this threat, USAID employed a variety of countermeasures including construction of perimeter walls and the installation of state-of-the-art, anti-ram barriers. Other perimeter enhancements included increasing setback distances for USAID facilities by placing active and passive anti-ram barriers on adjacent streets or acquiring additional property. USAID also improved perimeter surveillance by modernizing and expanding closed-circuit television (CCTV) systems and installing explosive trace detection devices.
Global Information Technology Modernization	The Global Information Technology Modernization (GITM) initiative provided four-year life-cycle modernization upgrades and ensures that all core unclassified and classified systems remain state-of-the-art for all participating overseas posts and domestic offices. In FY 2005, GITM achieved the planned four-year life cycle goals in all measurement categories. These included: Reliability and Availability (100% of desktops met user requirements); Service Accessibility (100% of LANS had contingency infrastructure and automated recovery systems); Information and Technology Management (100% of critical threat and lock and leave posts moved to a modernized secure IT environment); and Quality (Enterprise Local Area Networks under configuration management were increased from 303 to 362).

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (By Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Diplomatic Security	750,861	776,671	855,931
Administration	381,569	396,724	413,633
European and Eurasian Affairs	275,026	273,221	272,424
Other Bureaus	1,401,612	1,455,563	1,536,497
Total State Appropriations	**$4,904,712**	**$4,391,905**	**$4,618,014**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corp	-	-	-
Trade and Development Agency	-	-	-
Title II - Bilateral Economic Assistance			
USAID	443,528	531,269	461,713
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	127,258	6,803	10,927
Independent Agencies	3,770	4,554	4,545
Department of State	-	-	-
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education/Training	-	-	-
Foreign Military Financing	-	-	-
Peacekeeping Operations	-	-	-
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	-	-	-
Total Foreign Operations	**$574,555**	**$542,626**	**$477,185**
Grand Total	**$5,479,267**	**$4,934,531**	**$5,095,199**